



**Destination Excellence**  
Continuous Improvement

# IAEAP Kaizen Event Report Out

By:  
THE COLLABORATORS

October 7, 2005

# Team Members

Chad Kehrli

- Chad Kehrli, DNR
- Dan Nickey, IWRC/IAEAP
- Jim Scott, TBM
- Jim Olson, IWRC
- Lisa Hurban, IWRC
- Dr. Michael Spencer, UNI
- Amelia Gooding, Illinois SBAP
- Jim McGraw, DNR, AQ
- Nick Page, DNR, AQ
- Sarah Piziali, DNR, AQ
- Wendy Rains, DNR, AQ
- Jeff Fiagle, DNR, P2
- Rick Martens, DNR, FO 1
- Reid Bermel, DED



**Destination Excellence**  
Continuous Improvement

# Background

Jim McGraw / Dan Nickey

- Understand the processes used to prepare permit applications and EIQs
- Identify areas where processes can be streamlined and made more efficient
- Establish training needs and priorities
- Identify areas that IAEAP can assist other small business assistance providers



Destination Excellence  
Continuous Improvement

# Objectives

Jim McGraw

- Improve IAEAP ability to assist small businesses in complying with air regulations.
- Determine appropriate number of FTE required to accomplish the scope of work outlined in the contract.
- Maximize efficiency and effectiveness of customer service in a small business setting.
- Provide improved training and access to training for IAEAP staff, including training protocol and core requirements.
- Increase information sharing between other agencies and programs regarding small business needs while maintaining business confidentiality.
- Develop methods to measure compliance of IAEAP clients.
- Identify additional opportunities to improve collaboration between small business assistance providers.



**Destination Excellence**  
Continuous Improvement

# Goals

Dan Nickey

- 30% improvement over baseline (currently 49%) for construction permit applications submitted and approved with no requests for additional information through the end of SFY 07.
- Establish a baseline for EIQ requests for additional information by the end of SFY 06.
- Unnecessary hand-offs will be reduced by 25%.
- Increase annual return rate of IAEAP evaluation to 20 % for the fiscal year SFY 07.



Destination Excellence  
Continuous Improvement

# Kaizen Methodology

Wendy Rains

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process functioning by end of week)
- 5S “mindset”, use the steps to support the event activities



**Destination Excellence**  
Continuous Improvement

# Reid Bermel



# Lisa Hurban

# Lisa Hurban





# Results – Permitting & SUE

Amelia Gooding

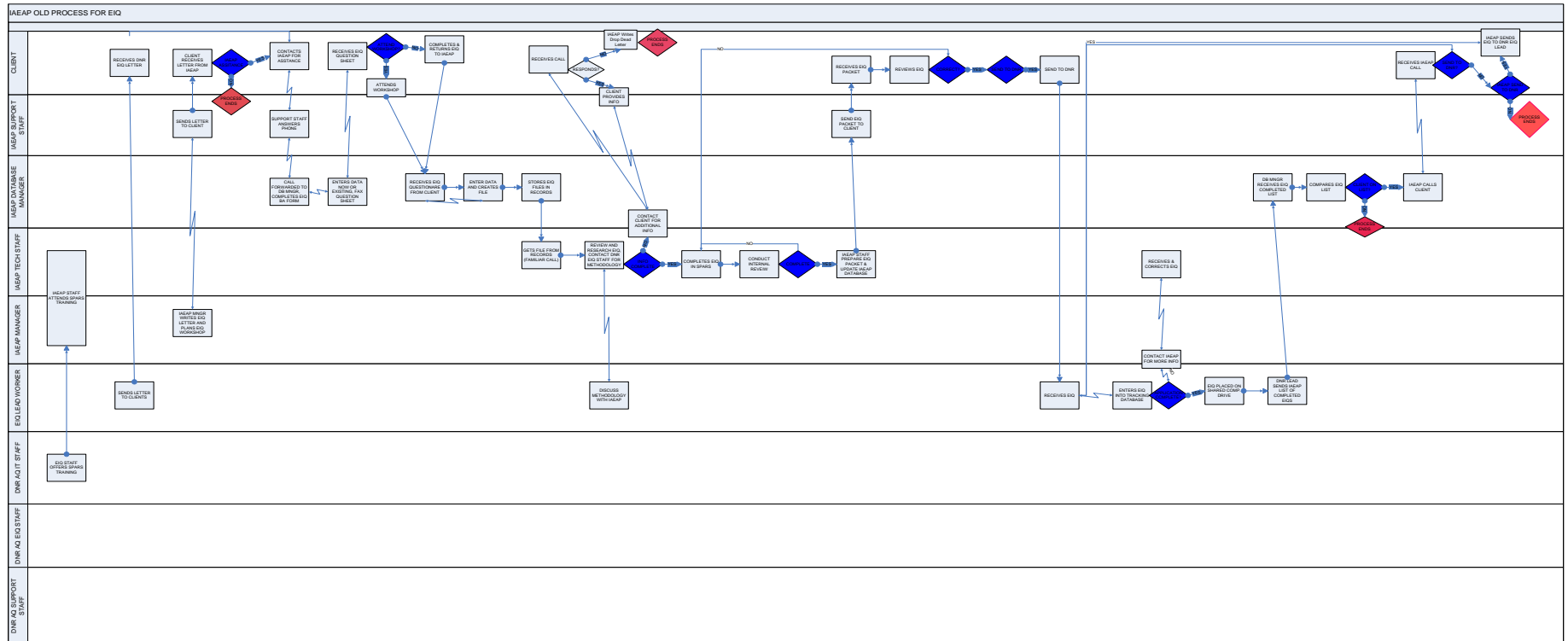
	Old	New	% Change
# of Steps	66	54	18
# of Handoffs	27	23	14
# of Decisions	11	11	0
# of Delays	12	11	8
% of Value-Add	7.6	9.3	18



Destination Excellence  
Continuous Improvement

# Old Process – EIQ

Nick Page



# New Process – EIQ

Nick Page

- Focus on electronic application, need IT input
- Will work with IT
- Will re-map process with DNR/IAEAP on October 20<sup>th</sup>.

# Implemented

Jim Olson

- Developed new form for initial client contact
- Created client follow up on application submittal
- Created site visit checklist
- Quality control check after P.E. review
- Simplified DNR's process
- Telephone survey follow-up with client



Destination Excellence  
Continuous Improvement

# NEW BEGININGS

Jim McGraw / Dan Nickey

- Discovered process was good, the relationship was broken.
- Lack of trust and ineffective communication were key issues.
- Identified 4 key elements to rebuild relationship for long-term success.

# NEW BEGININGS

Jim McGraw / Dan Nickey

- Collaboration
- Training
- Confidentiality
- Strategic Planning

# COLLABORATION

SARAH PIZIALI

- Permit workgroup (quarterly mtg. between IAEAP and DNR Eng.)
- F.O. media meetings
- IAEAP/DED comes to DNR AQ office once per month and works on site – this can assist in relationships and collaboration.
- Develop mechanism for IAEAP/DNR staffing updates to include intro to new employees
- DNR gives IAEAP access to DOC DNA
- Technical resource website (lists, resource providers, staff, #s, email, DNR)

# COLLABORATION CONT'D...

SARAH PIZIALI

- All IAEAP and DNR, DED, DNR P2 services (all assistance providers) exchange list servers
- IAEAP contract
  - Clearly define objectives and what is expected of everyone involved including scope of work and review of SUEs.
- Joint site visits (DNR F.O., IAEAP, DNR AQ) while in process of writing a new permit in which IAEAP completed permit application
- How it starts and when:
  - Business Assistance Council for Environmental Sustainability (BACES) mtg. 10/24/05
  - Contract completed: End of November



# TRAINING

WENDY RAINS

- Intended to reduce need for additional information
- Defined training plan for new and existing staff
- “Hands on” joint training
- Two way training

# CONFIDENTIALITY

**Jeff Fiagle**

- Meet to define boundaries of confidentiality
  - Between small business providers
  - Between DNR and small business providers
- Legal will be brought in after issues are framed.
- Potential options
  - UNI statistics group
    - Reviews current literature and previous surveys
    - UNI statistics group survey clients on confidentiality issues and options
  - Create brochure to leave with small businesses
- Incorporate into contract when issues are resolved

# STRATEGIC PLANNING

**Jim McGraw**

- Timeframe:
  - Contract – completed by end of November
  - Planning – 2 years with years 3, 4, and 5 factored in.
    - First quarter next year (2006) commit to strategic plan for 2007 contract
- Points to note:
  - Keep spirit of cooperation during planning
  - Contract will state that IAEAP will be involved in future strategic planning.

# Checklist

## Rick Martens

- **Facility Pre-Visit Checklist**

- This is your pre-visit checklist. \_\_\_\_\_ (IAEAP technical staff) will be visiting your facility on \_\_\_\_\_ (date/time).

- **What should you expect:**

- IAEAP staff will do a walk through of your entire facility. This walk through will confirm much of the information provided below and also give us an opportunity to identify other permitting needs and the facility an opportunity to ask any other questions you may have.

- **Items to be completed before on-site visit with IAEAP technical staff:**

- \_\_\_\_\_ 1. Facility provides a plot plan (i.e. map of the facility) that is to scale, including the location of all buildings, building heights and dimensions, the location of all stacks and the property line.

- \_\_\_\_\_ 2. For emission points and/or units wanting to permit, please provide the following information:

- Equipment manufacturer: \_\_\_\_\_

- Equipment model number: \_\_\_\_\_

- Equipment rated maximum capacity (i.e. pounds per hour, BTU per hour, ounces per minute): \_\_\_\_\_

- When do you plan to install the equipment or when did you install the equipment: \_\_\_\_\_

- How much do you plan to operate the equipment (i.e. hours per day or hours per year)?: \_\_\_\_\_

- Will you have any requirements for the annual throughput of raw materials or finished products (i.e. gallons per year or pounds per year)?: \_\_\_\_\_

- Stack diameter (inches): \_\_\_\_\_

- Stack Height from the ground (feet): \_\_\_\_\_

- Distance of stack to property line (feet): \_\_\_\_\_

- Does stack have a rain cap or is it horizontal or downward venting: \_\_\_\_\_

- If so, which: \_\_\_\_\_

- Exhaust flowrate (actual or standard cubic feet per minute): \_\_\_\_\_

- Exhaust temperature (°F): \_\_\_\_\_

- Does the emission point have any control equipment?: \_\_\_\_\_

- If so, what type: \_\_\_\_\_

- Control equipment manufacturer: \_\_\_\_\_

- Control equipment model: \_\_\_\_\_

- **Other information we will need:**

- \_\_\_\_\_ 1. Material Safety Data Sheets (MSDS)

- \_\_\_\_\_ 2. Control equipment manufacturer's design specifications (i.e. paint filter documentation)

- We appreciate this opportunity to work with you and the time you have taken in gathering this information. Having this information ready before the on-site visit will enable us to avoid any delays in completing your application.

# Team Member's Experience

Rick Martens



**Destination Excellence**  
Continuous Improvement



IOWA-Portrait of the Land



# Comments

Jim Scottt



**Destination Excellence**  
Continuous Improvement

We welcome your  
questions and comments!



**Destination Excellence**  
Continuous Improvement